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16 August 1971

MEMORANDUM FOR:

[REDACTED]
Special Assistant to the Director
of Personnel

25X1

FROM

:

[REDACTED] Summer Intern

DD/I, Special Research Staff

25X1

SUBJECT

:

Comments on the Central Intelligence Agency
Summer Intern Program

My experience this summer in the Agency intern program has been enjoyable and valuable. Although I am most pleased with the fair and mature treatment I have received here and especially with the responsibility I have enjoyed, I do have some criticisms, particularly of the recruiting and hiring procedures.

The summer intern program's greatest weakness lies in its recruiting and hiring aspects. I recognize that special problems exist in obtaining security clearances. Nevertheless, in my case as well as in several others, an inexcusably long period of time was allowed to elapse between our Washington interviews and formal notification of acceptance into the summer intern program. I gave the Agency first priority in my summer plans, refusing to make other commitments until I had heard definitely from Washington. This proved to be extremely annoying to me personally for I did not receive a definite proposal from the Agency until early June, after the Spring quarter was completed. This lag also upset

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others, particularly the Financial Aids office at Stanford which patiently held a summer study fellowship for me until the last minute; thus, other individuals not at all connected with the Agency were effected.

Because many of this summer's group of interns report similar experiences, I urge that more attention be paid to this matter in the future. Specifically, I suggest that at least one major modification be made to the recruiting and hiring portion of this program: shift the application deadline to 1 January. I do not believe that the introduction of an earlier application deadline would result in a significant loss of first rate applicants. In the first place, the program brochure, which the Agency distributes to university placement offices, stresses that the Agency is interested in graduate students and preferably those who have completed a Master's degree. No problems in finding suitable applicants should be encountered because most graduate students begin to think about the impending summer before the New Year's holidays, especially those who are working toward a Ph. D. Also, faculty contacts and former interns or Agency employees will have had ample opportunity over the previous year to appraise potential career intelligence officers. Thus, there should be sufficient time to inform the prospective intern of the program in the fall and allow him to explore its details and then to make application before the new year begins. In this manner, the Agency would continue to be guaranteed an input of well-qualified interns and potential employees and also could provide the applicant with greater security.

The briefs and presentations have been useful though varying in quality. Too much stress is placed on the use of flow charts and organizational diagrams making briefings often tedious

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and time consuming. On the other hand, I found briefings on highly specialized and oftentimes technical aspects of Agency operations interesting because they provided an appreciation of the problems faced by other DDI offices in the preparation of intelligence. The NPIC presentations proved to be absorbing, even the lengthy treatment of the history of photo interpretation and the establishment of NPIC.

In general, those familiar with the American foreign policy decision-making process and the intelligence community's role in it found that some presentations offered little new material. In fact, they seemed motivated to improve the Agency's image and evidenced an unnecessary degree of self-consciousness. There is, of course, good reason for this feeling of insecurity in view of the generally "bad press" which the Agency has received over the past few years. I think, however, that the most impressive way of demonstrating to the summer interns the quality and objectivity of the Agency's work is to allow them to go about their duties, to meet and to work with the professionals here and to give them as much responsibility as possible.

Exchange with the other interns was one of the more useful aspects of the program and the Agency should in the future strive to promote these sort of contacts on a larger scale. The interns serving in the Headquarters building unfortunately had little real opportunity to become acquainted with those working in the Rosslyn circle area. Discussions with the other interns help to offset the lack of information about other aspects of the Agency's operations. Consequently, I suggest that in the future the intern program coordinator attempt to leave time for more intra-intern contact; specifically, I think that a lunch following one of the early briefings would be a good way of accomplishing this. In addition, time should be set aside for lunches or breaks of some sort after the periodic Agency intern presentations rather than returning the Rosslyn group immediately to their offices or vice versa.

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The most important portion of this summer's experience was gained on the DDI Special Research Staff. Working as a member of this office was a most worthwhile experience in every respect. The staff members treated me as a professional, as one of "them," with all the responsibility that this entailed. They assigned a project suited to my own interest, designed both to challenge me and to add to the existing storehouse of knowledge on the subject. They listened and commented on my queries and speculations alike and without hesitation spent considerable time to elaborate their own ideas and outline other approaches to my research problems. Thus I acquired a good deal of valuable knowledge in my area of interest through contact with the specialists in SRS and the research opportunities they afforded me.

But SRS members contributed in other ways. The Special Research Staff took an interest in providing the office interns with a good understanding of the Agency and its various components. Hence, various Staff members gave informal briefings on Agency organization and intra-office coordination in addition to introducing us to other Agency offices and specialists. I particularly enjoyed the exchange of ideas and the opportunities to participate in the free flowing conversations between members of the office.

In summary, I consider the summer months spent at the Agency most rewarding and valuable. Contact with individuals in the Agency, and in particular on the Special Research Staff, represents the most stimulating and educational aspect of the program. I am especially impressed with the objectivity with which Agency analysts seek to approach every question and the toleration and encouragement of differing points of view by the Agency.

This program is to be recommended to individuals in the academic community interested in the conduct of foreign affairs

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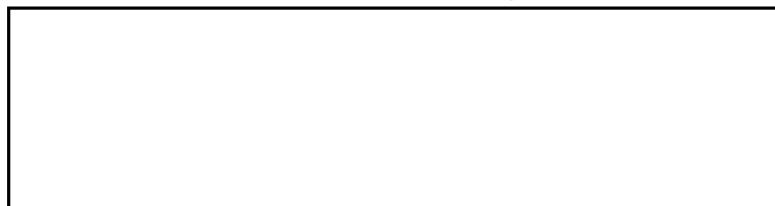
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and in international politics in general. I would like, finally, to express my appreciation for having had the opportunity to enjoy such a broadening and learning experience and to thank all the Agency personnel who made the summer so pleasant.

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Very respectfully,



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